STRATÉGIE MARITIME

THE MARITIME STRATEGY BY THE YEAR 2030

2015-2020 **ACTION PLAN**

ENSEMBLE on fait avancer le Québec

Québec

Version 1.01—June 29, 2015

The summary and
the unabridged version
of the *Maritime Strategy*
are available on the
strategiemaritime.gouv.qc.ca
website.

Cover photo
Josiane Briand, graduate in Navigation
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STRATÉGIE MARITIME

SUMMARY

ENSEMBLE on fait avancer le Québec

Québec

MESSAGE FROM **THE PREMIER**

Québec's prosperity hinges on the creativity and boldness of its workers and entrepreneurs. It also stems from the development of its assets and the realization of projects that create quality jobs, protect the environment and engender direct spinoff in our communities.

The St. Lawrence River is one of our key assets. From its source in the Great Lakes to its mouth, the St. Lawrence River spans 3 058 km and its estuary is 60 km wide.

Our government is the first in Québec's history to propose a Maritime Strategy which seeks to preserve the biodiversity of our maritime ecosystems, create worthwhile jobs in our regions and make Québec a transatlantic trade hub.

It will enable Québec to take advantage of a context in which business opportunities will proliferate in the coming years. The implementation of the Canada and European Union Comprehensive Economic and Trade Agreement that will ultimately eliminate trade barriers will lead to broader maritime trade. Access to the interior of the North American continent through the St. Lawrence River and the St. Lawrence Seaway offers an undeniable advantage for European businesses wishing to broaden their operations in Canada or the United States.

The expansion of the locks in the Panama Canal will also change trade flows for the benefit of east coast ports.

The Maritime Strategy will help to develop the fishing industry and maritime tourism. It will encourage scientific research, the development of maritime expertise, consensus building in communities and the responsible development of the St. Lawrence River. Accordingly, the Québec government will affirm the indissociable nature of the economic, social and environmental dimensions of sustainable development.

I invite all partners in the maritime sector to benefit from the numerous opportunities that the 2015-2020 Action Plan of the Maritime Strategy offers. We also invite all Québécois to make the most of the full potential of the resources that our vast maritime territory offers. Let us work together to fully take advantage of job-creating careers for our young people, unique landscapes for our families, and growth opportunities for our businesses.

Philippe Couillard

Premier of Québec

MESSAGE FROM THE MINISTER FOR TRANSPORT AND THE IMPLEMENTATION OF THE MARITIME STRATEGY

The Maritime Strategy is an ambitious, visionary plan that will harness Québec's enormous maritime potential and promote its growth and long-term survival in the coming years. It will enable us to develop the St. Lawrence River, a resource with boundless development potential.

This 10 year societal project will rely on Québec's competitive advantages and in particular its strategic geographic position in relation to major international and domestic markets, in a context where international economic agreements are fostering trade.

The Maritime Strategy belongs to the inhabitants of our regions, which are benefiting from the necessary know-how and leadership to raise the profile of our industry far beyond our borders. It belongs to the businesspeople who will find in it, in particular with the establishment of logistical hubs and industrial port zones, numerous business opportunities. Lastly, it belongs to all Québécois who wish to bring to fruition responsible maritime development whose benefits will be felt throughout the province through economic growth and the creation of stimulating jobs in all regions.

Our action plan for the coming five years – elaborated with the sustained support of leaders in the maritime sector will establish the foundation of Québec's maritime sector for the future. We are taking concrete action to support Québec shipyards, promote short sea shipping, enhance the service offer of the Société des traversiers du Québec, develop the maritime tourism industry, ensure the long-term survival of the fishing and aquaculture industry, sustain innovation and research, and support the training and development of skilled workers. Québec will thus be called upon to fully benefit from its know-how and maritime assets.

Today, it is up to us to make this majestic waterway a leading economic, social and environmental player. Through the implementation of the first maritime strategy in Québec's history, together we will shape the Québec of tomorrow, focused on the responsible development of the St. Lawrence River, one of its most valuable resources.

Jean D'Amour

Minister for Transport and the Implementation of the Maritime Strategy
Minister responsible for the Bas-Saint-Laurent region and the Gaspésie–Îles-de-la-Madeleine region

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INTRODUCTION

The Maritime Strategy, the first such strategy in Québec's history, presents a perspective up to 2030 and sets out an action plan for the period 2015-2020.

The plan is at once and the same time ambitious and realistic. It seeks to foster sustainable growth in Québec's maritime economy and encourage the creation of quality jobs in all regions of Québec. It also seeks to protect the integrity of Québec's river and marine ecosystems, while enhancing the betterment of communities in the maritime territory.

The Maritime Strategy hinges on a long-term perspective that reflects the findings of an extensive consultation conducted among the partners in Québec's maritime sector. It also relies on the expertise of several Québec government departments and bodies.

The Maritime Strategy will, by 2030, shape and satisfy Québec's maritime ambitions. It will contribute to ensuring the long-term survival of marine environments and their biodiversity. It will give rise to investment and job creation while confirming Québec's place as a transatlantic trade hub.

Moreover, it will encourage scientific research, the development of maritime expertise, community consultation, and the responsible development of the maritime territory, especially the St. Lawrence River.[1] Accordingly, like Québec, it will confirm the indissociable nature of the economic, social and environmental dimensions of sustainable development.

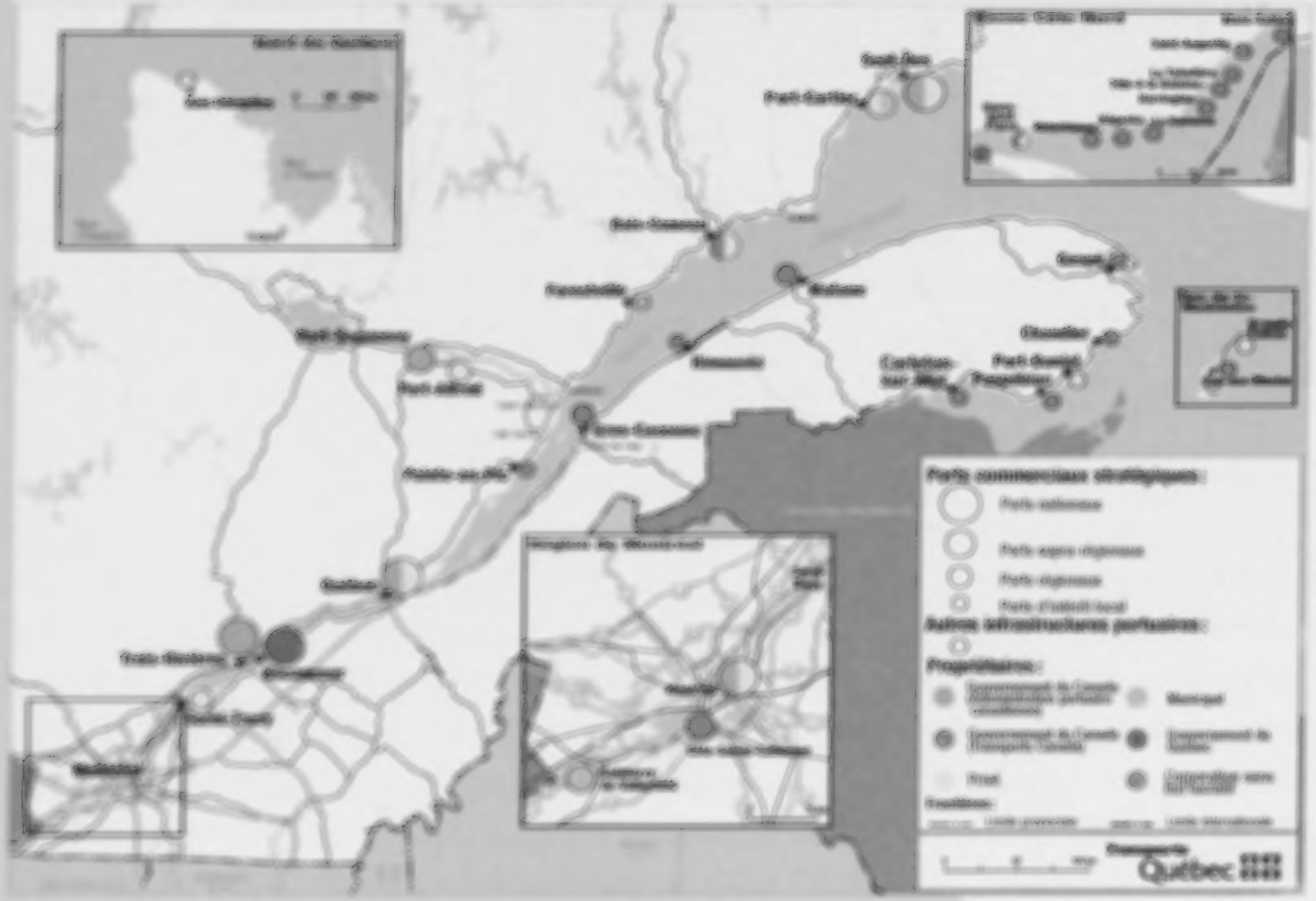
[1] St. Lawrence refers to the river and the Estuary and Gulf of St. Lawrence.

Figure 1 Maritime territory

01.

THE MARITIME TERRITORY, A MAINSPRING OF QUÉBEC'S COLLECTIVE WEALTH

Figure 2 Québec's strategic commercial port system



A contribution to Québec's **economic wealth**

In addition to being essential to the Québec economy overall, the maritime economy is highly diversified and creates numerous jobs. In 2013, it sustained nearly 25 000 direct jobs in Québec's regions, both in conventional sectors such as maritime transport, port operations, shipbuilding, tourism and fishing, or in emerging sectors such as the development of marine biotechnologies or aquaculture.

Table 1: Number of direct jobs linked to Québec's maritime economy by sector (2013)[1]

SECTOR	NUMBER OF JOBS	%
Maritime transport	13 222	53
Seafood products	8 136	33
Shipbuilding	1 990	8
Tourism related to international cruises	1 600	6
Total	**24 948**	**100**

The St. Lawrence River offers Québec the possibility of positioning itself as **the gateway to eastern North America**. Its navigable waterway extends to the heart of the continent and is the shortest route between Europe and the North American heartland, two of the world's most heavily industrialized areas. A **strategic commercial port system** comprises 20 ports (**Figure 2**). It is interconnected to the CN and CP rail networks and to road networks, which enables it to reach a North American market of more than 135 million people.[2] The network plays a pivotal role not only in the development of international trade but, more generally, in the development of Québec's economic and industrial fabric.

Accordingly, the port system is closely linked to:

- an **intermodal transport and logistics industry** that has developed rapidly, sustained by robust growth in international trade over the past 25 years;
- the **development of other industrial sectors**, which depend on access to markets by maritime transport to ensure their competitiveness;
- a well-developed **marine shipping industry** and **seven shipbuilding yards** that employ between 1 200 and 2 000 workers annually;
- **skilled labour** and recognized expertise, especially in the construction, maintenance and repair of ships, its knowledge of the territory and the specific demands that the northern climate imposes.

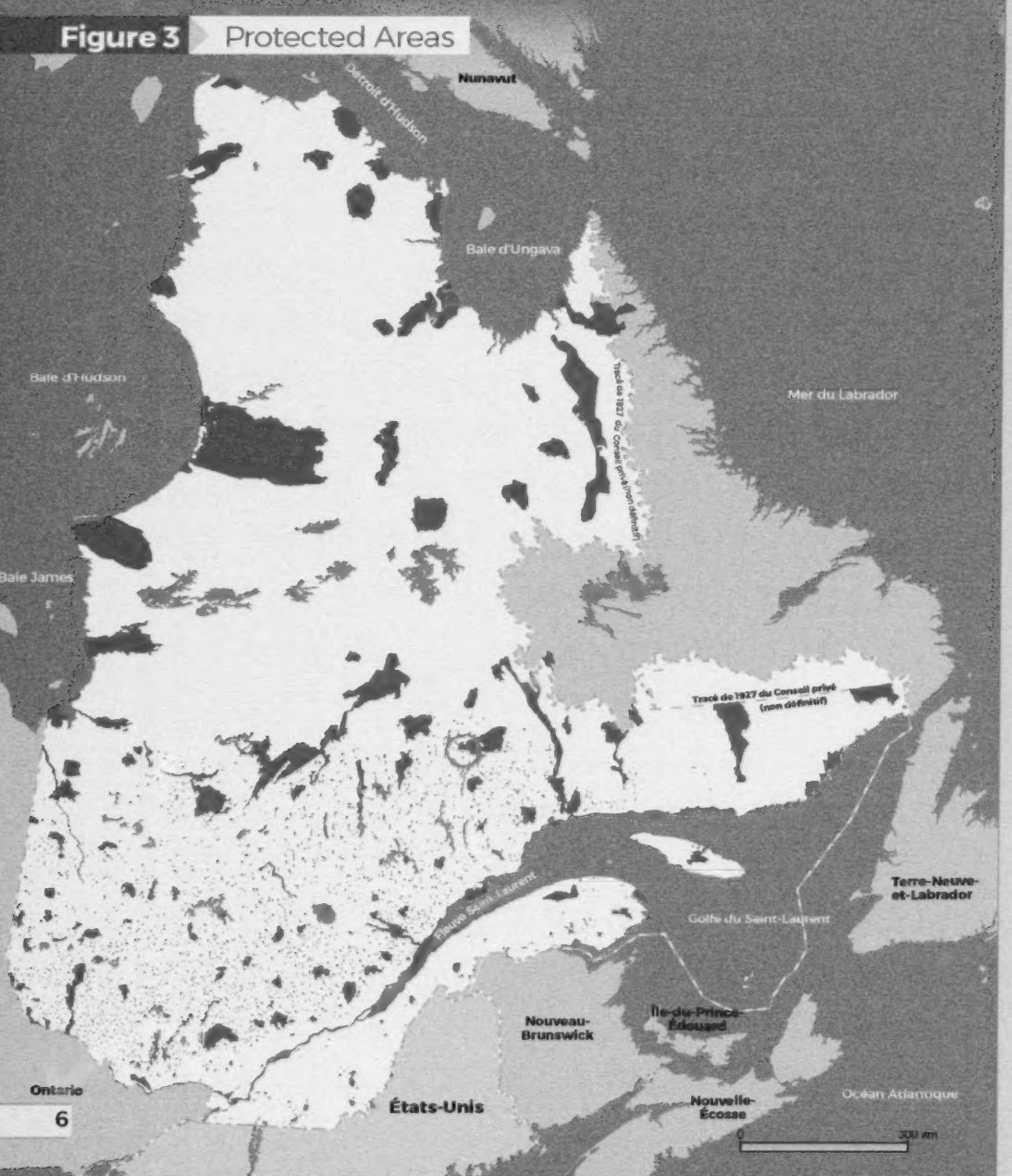
Port and maritime infrastructure also support the **tourism industry** in the main zones along the St. Lawrence River, which is an attractive destination for growing numbers of travellers. In particular, the international cruise sector, marine mammal watching excursions and cruise-excursions are growing rapidly. Activities related to international cruises alone generated $105 million in economic spinoff in the Québec economy in 2012, in addition to 1 600 jobs.

The St. Lawrence River also provides a habitat for a wide array of marine resources. By exploiting the resources, the **fishing industry** is contributing to the economic vitality of several of Québec's regions, such as the Bas-Saint-Laurent, Côte-Nord, Gaspésie and Îles-de-la-Madeleine regions. At the same time, a **vast network** of internationally renowned **institutions** devoted to **research and marine innovation** effectively supports the industry. The system of innovation developed over the years in the maritime sector has promoted the emergence of innovative enterprises focusing, in particular, on the highly promising field of marine biotechnologies.

[1] Please refer to the unabridged version of the Maritime Strategy on the **strategiemaritime.gouv.qc.ca** website.

[2] Located within a 1 000-km radius of Montréal.

Figure 3 Protected Areas



Aire protégée

Frontières

- Frontière internationale
- Frontière interprovinciale
- Frontière Québec – Terre-Neuve-et-Labrador (cette frontière n'est pas définitive)

Sources

Données	Organisme	Année
Aires protégées	MDDELCC	2014
Divisions territoriales	MERN	2015

Réalisation

Ministère de l'Énergie et des Ressources naturelles
Ministère du Conseil exécutif

Note : La présente carte n'a aucune portée légale.

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A contribution to Québec's **environmental wealth**

Québec's maritime territory abounds in a **wide array of diversified ecosystems.** The St. Lawrence River is home to unique fauna and flora. The presence of vast areas of freshwater and saltwater combined with variations linked to tides and the degree of salinity explain this uniqueness.

Accordingly, more than 1 900 plant species, nearly **77% of Québec's vascular flora**, now grow along the shores of the St. Lawrence River or less than 10 km from the shoreline. Part of the flora is associated with the wetlands that cover large areas along the edge of the shores and islands of the St. Lawrence River.

The St. Lawrence River, its shores and islands also provide a habit for diversified wildlife comprising nearly 400 bird species, more than 200 freshwater and saltwater fish species, 16 amphibian species, 14 reptile species and approximately 70 terrestrial or amphibian mammals. They also provide a habit for 20 marine mammal species, including the planet's biggest mammal, the blue whale, or Québec's white whale, the beluga.

Nearly **850 protected areas (Figure 3)** serving different purposes and with varied characteristics have been designated on the shores, islands and waters of the St. Lawrence River, totalling an area of more than 8 500 km^2, including the famous Saguenay–St. Lawrence Marine Park, which reflect the St. Lawrence River's outstanding natural heritage.

A contribution to Québec's **social wealth**

The St. Lawrence River is a source of betterment for numerous Québec communities. In addition to supplying nearly 40% of the population with drinking water, it also enables Quebecers to engage in tourist activities, including sportfishing, boating, nature study, deep-sea diving or swimming.

In addition, several communities depend on maritime access to obtain basic supplies and ensure their economic development. This is true of the **Cree and Inuit communities** in northern coastal villages that can be served by marine infrastructure.

In the same way, in the south, the inhabitants of **isolated and island territories** must rely on maritime transport and ferries to be connected to the rest of Québec. The Îles-de-la-Madeleine and the MRC du Golfe-du-Saint-Laurent, located east of the Rivière Natashquan and the border with Newfoundland and Labrador, are good examples.

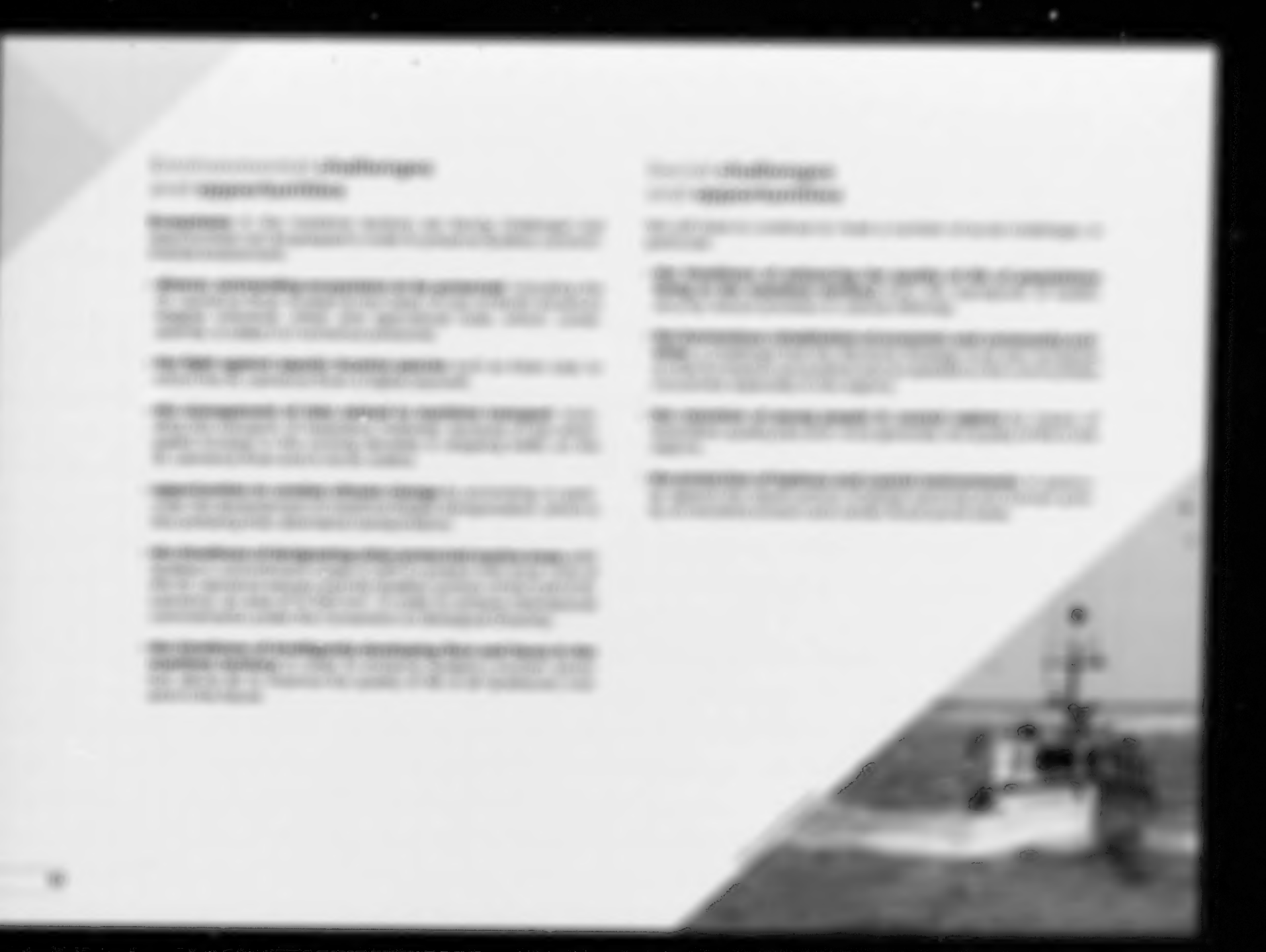
Québec's maritime sector is also an **outstanding source of cultural and heritage diversity.** It includes the Historic District of Old Québec, a UNESCO World Heritage Site. It also includes the wreck of the Empress of Ireland,[1] which, in addition to delighting divers, evokes the historic importance of the St. Lawrence River. Culture thus represents a key player in the development of the advantages that Québec intends to emphasize to develop and consolidate its maritime economy. It is also an undeniable lever to enhance the quality of life throughout the territory.

[1] The *Empress of Ireland*, a transatlantic steamship built in 1906, is a historical monument that was classified in 1999 as a heritage site. The wreck has sat off Sainte-Luce since the ship sank in 1914.

02.

CHALLENGES AND OPPORTUNITIES

Economic challenges and opportunities



03.

KEY POLICY DIRECTIONS

A vision for the future

By the year 2030, the Maritime Strategy will enable Québec to fully, sustainably build on its know-how and maritime assets.

Through this vision, the government is revealing what Québec's maritime sector will be over the next 15 years. It is indicating the path to follow so that everyone works **together** to make Québec a **prosperous** maritime nation focused on the **future**.

Two underlying principles

The government wishes to ensure that the Maritime Strategy contributes to progress and development in all of Québec's regions. It is important that such development be socially acceptable and that the communities concerned be involved in it. The government also wishes to pursue an exemplary sustainable development approach that contributes to the betterment of the population and preserves for future generations the assets and potential uses of the maritime territory.

For this reason, the government is establishing two core principles to guide its action:

- a **planned, integrated approach** that involves different levels of government and civil society as a whole, including, in particular, investors, entrepreneurs, researchers, communities, including the Aboriginal communities, and so on;
- a **sustainable development** perspective, i.e. the harmonious cohabitation of the economic, environmental and social dimensions.

Three strategic directions

The government has adopted three strategic directions to define its priority initiatives. The strategic directions, and those of its partners, will guide the implementation of the Maritime Strategy and the *2015-2020 Action Plan*. Accordingly, in light of the long-term vision that it has adopted and the core principles that it has defined, the government is prioritizing the following three strategic directions:

Sustainably develop the maritime economy

Protect the maritime territory and its ecosystems

Enhance Quebecers' quality of life

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26

SUSTAINABLY DEVELOP THE MARITIME ECONOMY

The *Maritime Strategy* seeks to promote by 2030 the creation of more than **30 000 new direct jobs** and to encourage public and private investments of roughly **$9 billion**. To this end, the Québec government will foster the creation of business opportunities linked to the maritime economy. Through its initiatives, the government intends to play a decisive role to promote investment opportunities for businesses that will generate **jobs and economic growth**, in a sustainable development perspective.

It has adopted 10 strategic priorities in order to do so.

- **Priority 1** Invest in infrastructure
- **Priority 2** Establish logistical hubs
- **Priority 3** Develop industrial port zones
- **Priority 4** Support Québec shipyards
- **Priority 5** Develop short sea shipping
- **Priority 6** Develop and modernize maritime tourism
- **Priority 7** Modernize and ensure the long-term survival of the fishing and aquaculture industry
- **Priority 8** Train and develop skilled labour
- **Priority 9** Foster the development of knowledge in the maritime sector
- **Priority 10** Engage in the international promotion of Québec's maritime industries

PRIORITY 1

Invest in infrastructure to meet the challenges of competitiveness and industrial development

Word-class port infrastructure is essential to attain the full potential of Québec's maritime economy. To remain competitive at the international level, avoid the loss of market share and benefit from the outstanding potential for growth in international trade, Québec's port administrations estimate at more than $2 billion their investment needs over the next 10 years.

It is, ultimately, the competitiveness of a large part of the Québec economy that is at stake along with its competitive positioning on the international scene. While the maritime industry is, by its nature, a significant employer, it also has an important structuring effect, in particular on the development of industries related to the maritime industries, especially on logistics chains. Some examples are the mining industry and aluminum, in respect of which supplies and equipment or raw materials shipments rely almost entirely on maritime transport, or the manufacturing sector, which makes extensive use of maritime transport for its exports. What is more, world-class port infrastructure is necessary to develop maritime tourism, including international cruises.

During the first five years of the strategy, the Québec government's financial participation to enhance infrastructure in the maritime sector will stand at some $500 million. It will also support some 1 500 jobs during the infrastructure construction phase.

The measures will also have a significant leverage effect on participation by municipal bodies, the federal government and private companies. The Québec government will closely monitor changes in all Québec infrastructure in the maritime sector. It will gradually adjust its intervention during the strategy's rollout until 2030. It will also ensure that the infrastructure's conception integrates measures to adapt to climate change, including the review of flood-prone areas along the St. Lawrence River.

2015-2020 ACTION PLAN

Enhance marine infrastructure

- Establish a new program administered by the Ministère des Transports du Québec to support port and intermodal infrastructure projects related to freight transportation. *Budget 2015-2016* has earmarked $200 million for this purpose.
- Offer more than $300 million in financial support to build road access routes to port and multimodal sites, public infrastructure related to logistical hubs, and tourism infrastructure.
- Work with the federal government to optimize its participation in Québec's port sites, in particular within the framework of the *New Building Canada Plan*.
- Increase top-up funding from the private sector in port sites by modernizing them and expanding their capacity.
- Review flood-prone areas along the St. Lawrence River.

PRIORITY 2

Establish logistical hubs to take advantage of Québec's strategic geographical location

In particular, the government intends to rely on Greater Montréal's strategic geographical location to contribute to the development of the region's multi-distribution strategy [illegible].

Indeed, the Keystone Strategy seeks to position Québec as an international gateway in eastern North America [illegible].

The objective is to further integrate the logistics chain of transit cargo destined, in particular, for major northeastern US markets in order to provide added value generated by Québec manpower and know-how. Moreover, certain cities in the Montréal region are well-positioned to establish as a complementary support such hubs, including Vaudreuil-Soulanges and Contrecoeur. By 2030, an estimated 5 000 people could be working in the new logistical hubs.

The government is waiting, in particular, the establishment of the added-value distribution centres of international firms operating in the manufacturing and retail trade sectors and is proposing a vision of the development of logistical hubs that satisfy specific markets or needs.

Aside from its desire [illegible] develop logistical hubs in the Greater Montréal area, the Québec government intends to support the development of the logistics and transportation cluster. It encompasses logistics firms, several of which are targeting operations in the Port of Montréal.

The vision focusing on job creation and wealth for Québec seeks to:

- accelerate investments in value-added distribution centres to facilitate the processing in Québec of a greater volume of freight travelling through rail or port terminals;
- open new export markets for products manufactured in Québec through access to new distribution routes;
- plan and better coordinate the development of logistical operations and thereby create synergy between industry stakeholders;
- enhance the logistics chain of Québec manufacturing companies through the mastery of specialized technologies and services.

Figure 4.2 Major North American trade corridors

PRIORITY 3

Develop industrial port zones to enhance the competitiveness of Québec businesses

The government intends to revive the Québec economy, especially the manufacturing sector, by means of industrial port zones, a new approach (definition on page 19).

The proximity of a commercial port offers a genuine comparative advantage on which many firms rely, especially in the manufacturing sector in Québec. such firms employ 29 000 workers and are contributing significantly to the vitality of Québec's regions. The industrial port zones will rely on Québec's strategic commercial port system.

Through its support for the zones, the government is seeking by 2030 to:

- create roughly 2 000 direct jobs;
- foster more than $2 a billion in private industrial investments;
- increase Québec exports through better integration of manufacturing enterprises into global supply chains;
- maximize the use of infrastructure;
- reduce nuisances and maintenance costs related to the use of the road network for freight transportation and by drawing closer together productions sites, freight transportation sites and raw material reception sites.

The zones will enable the companies that operate in them to achieve broader synergy and offer a comparative advantage to those that require port services.

An interdepartmental coordination committee will, among other things, seek to ensure matching between public investments funded under the new $200 million assistance program for port and intermodal infrastructure projects, and private investments.

Furthermore, work that could lead to up to $100 million in investments might be necessary to decontaminate land to make it available for investments in the industrial port zones.

2015-2020 ACTION PLAN

Develop industrial port zones

- Financially support private investment projects in Québec's industrial port zones through a $300-million allocation in the Economic Development Fund.
- Decontaminate land for which the government is responsible to make it available for investments in the industrial port zones.
- Promote the industrial port zones and investment prospecting abroad.

INDUSTRIAL PORT ZONES

- An industrial port zone is an industrial zone near port services but also includes road and rail infrastructure. Such proximity offers businesses a significant comparative advantage, especially manufacturing concerns. From the standpoint of logistics, an industrial port zone enables the companies established there ready access to inputs and accelerated transiting of the goods produced to North American and international markets.
- What is more, the zone is designed to maximize potential synergy between port services and maritime and allied industries such as manufacturing, processing, and so on.
- In short, an industrial port zone is organized in such a way that the industries can take advantage of operational facilities, enhance the efficiency of their logistical operations or share port infrastructure and services.

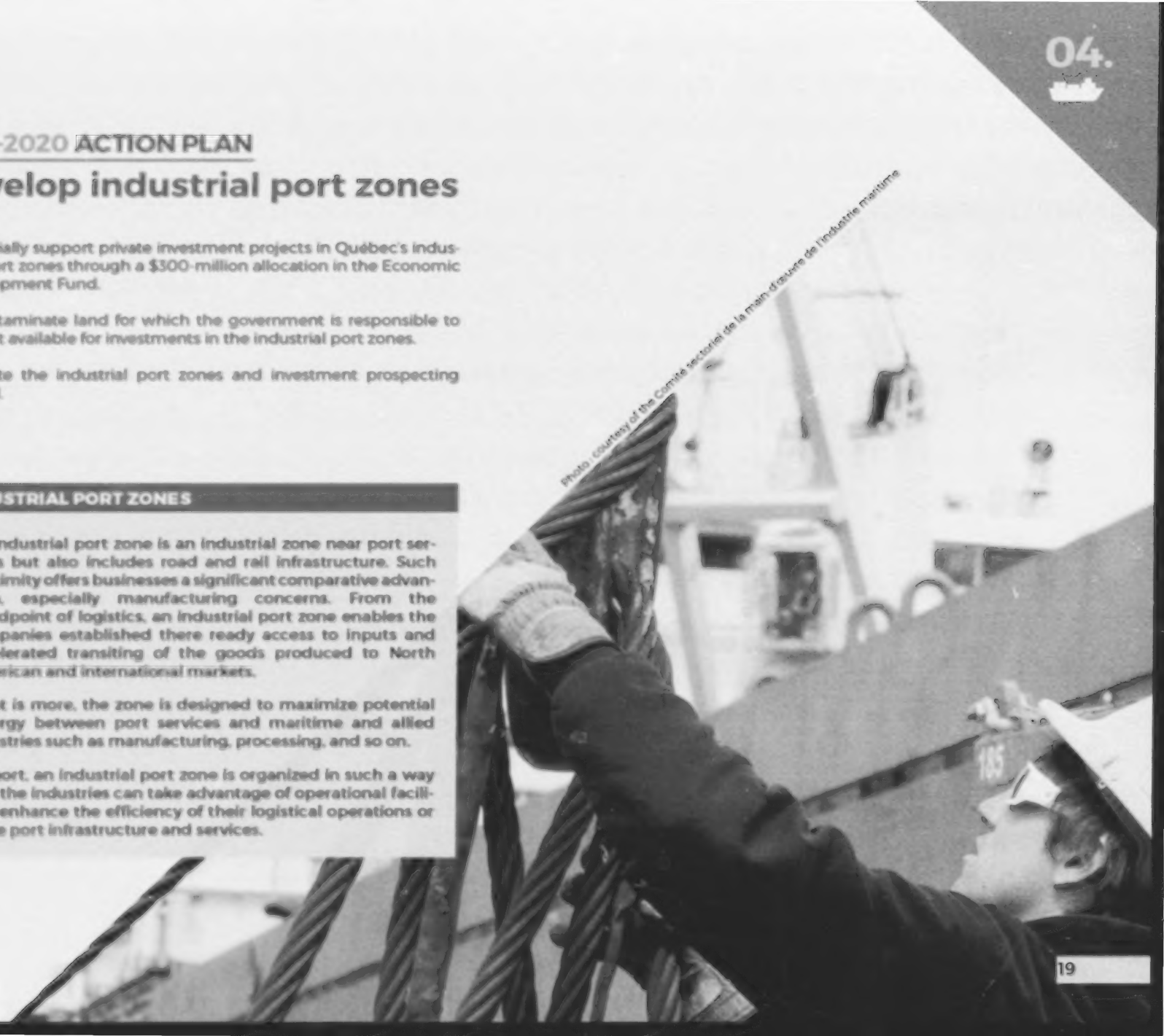


Photo : courtesy of the Comité sectoriel de la main-d'œuvre de l'industrie maritime

PRIORITY 4

Support Québec shipyards in order to maintain a significant industrial sector

Given the importance of the shipbuilding industry to the Québec economy, the support services that it offers maritime transport and the international business context characterized by falling ship prices, the Québec government will continue to support Québec shipyards.

2015-2020 ACTION PLAN

Support Québec shipyards

- Offer an additional capital cost allowance of 50% to Québec shipowners for shipbuilding or renovation carried out by Québec shipyards.
- Offer a tax-free reserve to Québec shipowners to finance ship maintenance, renovation or construction carried out by Québec shipyards.
- Maintain the refundable tax credit for the construction or refitting of ships.
- Pinpoint other financial means to help the shipbuilding industry, in particular alternatives to the surety and guarantees respecting shipbuilding.
- Work with the federal government to ensure that Québec shipyards participate in the renewal of the Canadian ship fleet.
- Earmark $50 million from the Economic Development Fund to develop Québec shipyards.

PRIORITY 5

Develop short sea shipping to take advantage of its economic, social and environmental benefits

The government wants short sea shipping to achieve its full potential. The development of short sea shipping is not only economically beneficial but also environmentally beneficial since it allows for a reduction in air pollution emissions in relation to other modes of transportation, and socially beneficial since it promotes regional economic development and facilitates the delivery of supplies to communities poorly served by land.

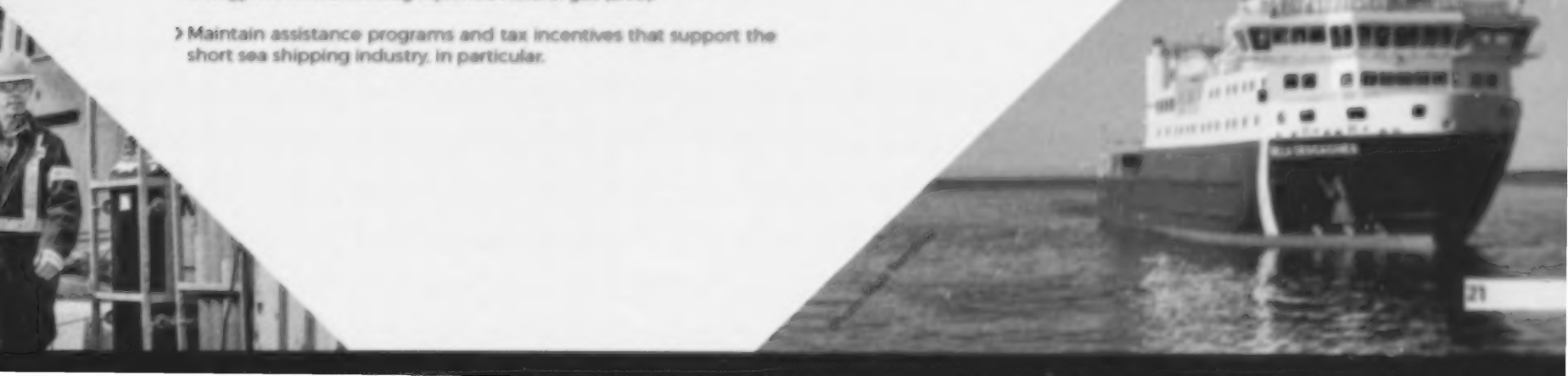
Short sea shipping now accounts for roughly 20% of shipping traffic in St. Lawrence River ports and its development potential is considerable bearing in mind its role in the fight against climate change and potential demand from certain specialized niches, especially liquefied natural gas.

The assistance offered to the maritime sector overall under the programs will stand at some $35 million over the next five years.

2015-2020 ACTION PLAN

Contribute to the development of short sea shipping

- Assign to the Table du Québec sur le transport maritime courte distance a mandate to conduct a study to pinpoint potential development niches and conditions for success.
- Encourage reliance on maritime transport to ship alternative energy sources, including liquefied natural gas (LNG).
- Maintain assistance programs and tax incentives that support the short sea shipping industry, in particular.



PRIORITY 6

Develop and modernize maritime tourism and put to good use the unique tourist attractions of Québec's sea lanes

The government will promote the development and modernization of maritime tourism in Québec. It has already adopted policy instruments with the Stratégie de mise en valeur du Saint-Laurent touristique (2000-2005) including a 2004-2007 action plan. The strategy seeks to make tourism an efficient, innovative, competitive industry that will have a leverage effect on Québec's economic development by offering an original, must-see destination to international, Canadian and Québec clienteles.

By 2008, the government will continue to develop its tourism offerings in order to attract greater numbers of international visitors. While there is keen international competition between destinations, Québec has adopted an enviable position, for example through its tourist attractions, but also its know-how. To this end, the Association des croisières du Saint-Laurent is an essential ally for the government in structuring international cruises on the St. Lawrence River.

It will support initiatives that develop, in particular, visitor excursions, marine wildlife excursions and cultural and heritage sites in order to enhance the itineraries and programs of tour operators. This will benefit all coastal regions of Québec, especially the Saguenay–St. Lawrence Marine Park.

The government will take advantage of the revival of the Northern Ports to pursue the development of maritime tourism, in particular during recognized visitor stopovers along the 45th parallel. Development initiatives in the sector will be encouraged in partnership with local bodies.

Furthermore, the government will guide bodies wishing to develop their built heritage or facets of the maritime environment likely to be of greatest interest to tourists, including cruise passengers.

2019-2023 ACTION PLAN

Develop and modernize maritime tourism

- Support the implementation of the Stratégie de mise en valeur du Saint-Laurent maritime 2015-2020 and its 2018-2023 action plan;
- Invest $20 million over three years for tourism projects to be developed along the shores of the St. Lawrence River;
- Offer $90 million in funding to promote the expansion of maritime tourism by supporting cruise ship tourism in Montréal and in Québec City, including:
  - $50 million to rebuild the tourism purposes–the maritime terminal and Alexandra Pier in Montréal;
  - $30 million for the proposed reconfiguration and expansion of the Pier-Chauveau cruise terminal in Québec City;
  - $10 million to redevelop the Dalhousie site in Québec City;
- Allocate $3.5 million to the development of certain natural attractions in the St. Lawrence River;
- Establish a Bureau de l'offre touristique maritime using the Ministère du Tourisme's existing resources, whose expertise will be used to ensure the implementation of the tourism section of this Maritime Strategy;
- Develop maritime tourism [illegible] including recognized cruise itineraries along the river suitable for supporting the development projects of boathouses and tourist reception projects;
- Put in place [illegible] the Stratégie de mise en valeur du Saint-Laurent maritime 2015-2020 to support the development of tourist routes in the Gulf of the Saint Lawrence, in close collaboration with Aboriginal communities, and promote the Saint Lawrence's cultural and historical heritage;
- Distribute, starting in fiscal year 2019-2020, an allocation of $11.5 million over three years to the Société de développement touristique de la région de la Côte-Nord to develop the Côte-Nord's heritage, tourism and [illegible] cultural development agreements.

PRIORITY 7

Modernise and ensure the long-term survival of the fishing and aquaculture industry and processing, to also ensure safety at sea

ACTIONS PLAN

Modernise and ensure the long-term survival of the fishing and aquaculture industry

PRIORITY 8

Train and develop skilled labour to help organizations and businesses in the maritime sector to seize development opportunities

The Maritime Strategy comprises two actions to deal with manpower related challenges:

- better respond to workers' training and skills development needs;
- better publicize maritime trades.

Sectoral manpower committees have already targeted certain training and development needs. The government will work with the sector and ensure, in particular, the elaboration of new types of training to satisfy needs in promising sectors and new health, safety and environmental protection requirements. It also intends to adopt measures to better match the level, quality and scope of training and the industry's short- and long-term manpower needs.

2015-2020 ACTION PLAN

Train skilled maritime workers and develop their skills

› Create a steering committee to better match needs for skilled labour and the availability of training and support for skills development.

› Diversify and adapt training offerings in partnership with community intervenors in the education sector, especially the school boards and specialized training centres such as the Institut maritime du Québec (IMQ) and the École des pêches et de l'aquaculture du Québec (EPAQ).

› Elaborate a program of study leading to a secondary school vocational diploma in the realm of seamanship to satisfy the maritime industry's needs.

› Promote occupations related to the maritime sector that offer sound prospects for integration into the labour market.

› Invest $15 million over the next five years in manpower skills development.

PRIORITY 9

Foster the development of knowledge in the maritime sector in order to better respond to the growing complexity of maritime challenges

The complexity of the challenges that the maritime sector poses requires an intersectoral, integrated approach. The responses to the challenges must be elaborated with the cooperation of all of the stakeholders in different sectors of scientific research. Québec is offering in this respect an extensive network of institutions focusing on maritime research and innovation.

The *Maritime Strategy* intends to broaden research and innovation carried out in Québec. The acquisition of a solid scientific foundation makes it possible to enlighten decision-makers and facilitate the reconciliation of different uses of Québec's maritime resources. The objective is to intelligently, sustainably develop its maritime assets, a condition for success in the development of the maritime economy.

In particular, the strategy will promote opportunities for collaboration, especially through the establishment of the Réseau Québec Maritime (RQM), which will assemble all of the stakeholders in Québec's maritime economy. The network will make it possible to federate existing research and innovation structures and the variety of expertise required in order to cope with maritime challenges now and in the future.

The *Maritime Strategy* will also foster opportunities for international collaboration, in particular through the establishment of the Institut France Québec sur les questions maritimes. Broader international collaboration will maximize the economic impact of interdisciplinary collaborative projects, the pooling of expertise at the international level, infrastructure cost-sharing, and the training of highly qualified workers.

2015-2020 ACTION PLAN

Promote the development of scientific knowledge

› Establish the Réseau Québec Maritime (RQM), which will assemble existing research and innovation structures and the array of expertise required to face maritime challenges. *Budget 2015-2016* has earmarked $200 million for this purpose.

› Establish and implement the Institut France Québec sur les questions maritimes, an association that will assemble leaders in France and in Québec in a common, jointly managed body dedicated to sharing expertise and knowledge. *Budget 2015-2016* has earmarked $1.1 million for this purpose.

› Provide $4.1 million in direct financial assistance to support in-house innovation projects, especially in the marine biotechnology sector.

› Support applied research and innovation, especially within the framework of partnerships with private companies, through a $5 million allocation.

› Pinpoint avenues to promote technology transfers.

› Promote innovation, research and the establishment of new markets in the biological marine resources sector.

› Conduct economic surveys to better quantify and qualify the entire array of activities related to Québec's maritime economy.

› Encourage Québec centres of excellence to establish partnerships with international research centres.

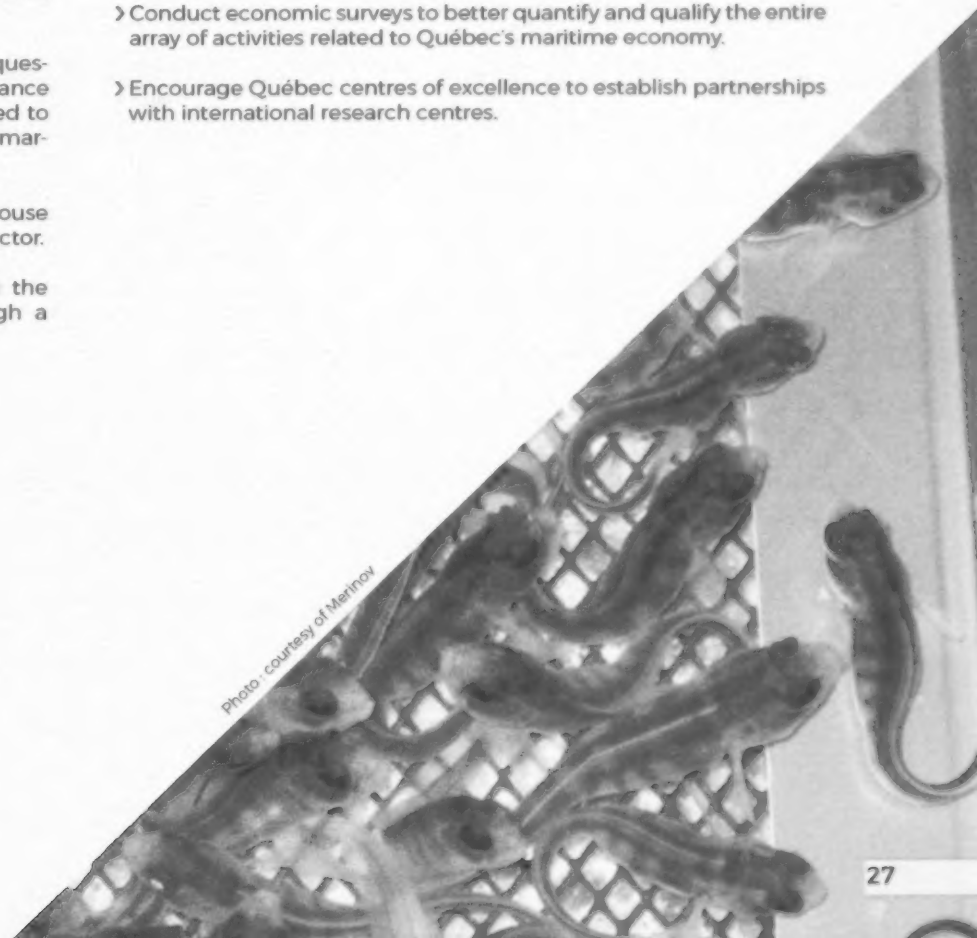


Photo : courtesy of Merinov

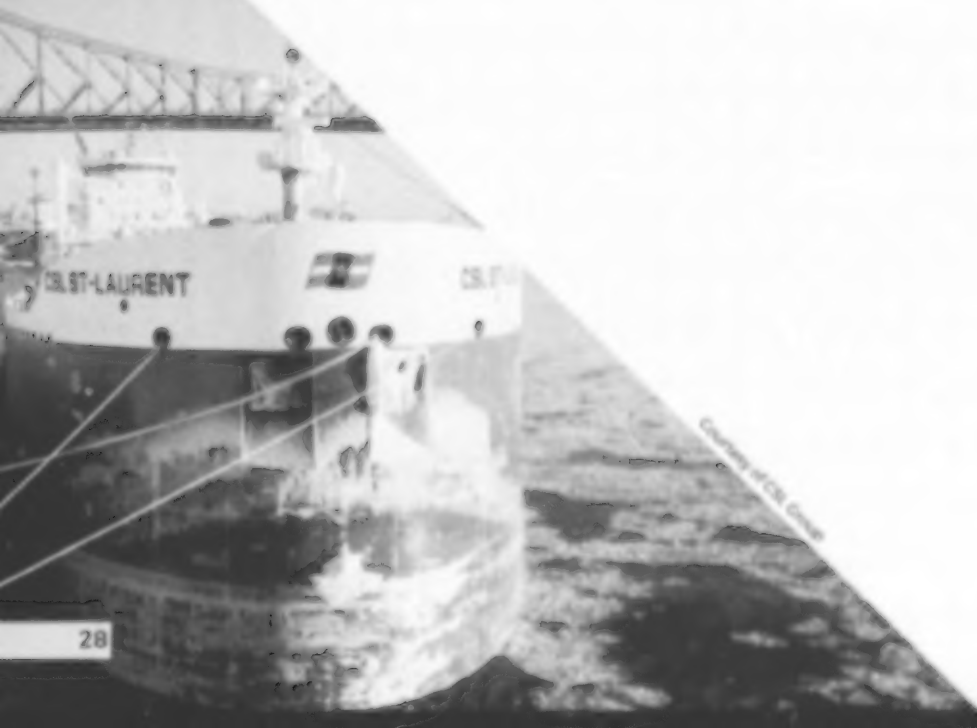
PRIORITY 10

Engage in the international promotion of Québec's maritime industries in order to highlight their comparative advantages

The Québec government will promote Québec's maritime industries in order to highlight their comparative advantages. The *Maritime Strategy* will, in particular, make it possible to develop alliances and conclude international partnerships.

Québec's international initiatives within the framework of the *Maritime Strategy* will take different forms depending on the objectives sought and the stakeholders concerned, including:

- the search for foreign partners wishing to participate in Québec's economic development;
- the identification of export markets for goods and services produced by Québec firms;
- the search for technological partners to enable Québec businesses to become more competitive at the international level;
- the conclusion of international alliances to enable Québec associations and institutions to develop and import the best business practices.



Courtesy of CSL Group

2015-2020 ACTION PLAN

Engage in the international promotion of Québec's maritime industries

- Set aside $1 million per year for five years from Export Québec's Programme Exportation to support the development of markets for Québec firms and niches of excellence with the areas of activity stipulated in the Maritime Strategy.

- Promote Québec's commercial ports at the international level.

- Produce a strategy to attract direct foreign investments in Québec in collaboration with government departments and bodies, including the Ministère de l'Économie, de l'Innovation et des Exportations, the Ministère des Relations internationales et de la Francophonie and Investissement Québec.

PROTECT THE MARITIME TERRITORY AND ITS ECOSYSTEMS

PRIORITY 1

Protect[a] the biodiversity of freshwater and seawater ecosystems to ensure their long-term survival

The government intends to pursue its efforts and broaden its collaboration with the federal government and its partners, in particular by encouraging initiatives such as the Ocean Matter[b] program,to protect and preserve the ecosystems in Québec's maritime territory. It will also support initiatives under the *St. Lawrence Action Plan* and abide by its international commitments to create a network of protected marine areas. The government will pursue its efforts to protect Lac Saint-Pierre, a jewel of the St. Lawrence River and a UNESCO World Biosphere Reserve.

2015-2020 ACTION PLAN

Protect biodiversity and ecosystems

- Attain the international commitments under the *Convention on Biological Diversity* by establishing, in collaboration with the federal government, a representative network of protected marine areas covering at least 10% of the sea area, for example by adding in Québec protected marine areas that satisfy challenges related to biodiversity and species at risk in the St. Lawrence River, including the beluga.
- Bring to fruition negotiations with the federal government leading to the creation of a protected marine area on the American Bank in the Gaspé Peninsula.
- Pursue analyses and initiate a consultative process involving stakeholders in the Îles-de-la-Madeleine in order to designate a possible protected marine area.
- Pursue the intervention strategy in Lac Saint-Pierre aimed at restoring the quality of the ecosystem and ensuring the sustainability of fishing there.
- Structure an approach aimed at affording Québec adequate response capability to counteract threats posed by aquatic invasive species, in particular Asian carp from the Great Lakes. The approach includes prevention, early detection and control and eradication measures.

[a] Used in this knowledge sense, to protect, preserve, restore and use in a sustainable manner.

[b] Ocean Matter is a voluntary environmental certification program for the North American marine industry.

PRIORITY 2

Enhance risk management related to maritime transport in order to take into account anticipated growth in traffic

Maritime navigation in Canada, which falls under federal jurisdiction, meets the most stringent international safety standards. Moreover, because of anticipated growth in shipping traffic of hydrocarbons and freight in the coming decades on the St. Lawrence River and in Arctic waters, it is necessary to keep up to date government prevention, preparation, intervention and restoration programs, to take into account new risk management approaches, new knowledge and regional climatic and ecological characteristics.

In addition, risk management related to the transportation of hazardous materials demands the coordination of the intervention plans of the municipal, provincial and federal bodies affected, especially as regards the protection of drinking water intakes.

The enhancement of the risk management of maritime transport of hydrocarbons and other hazardous materials will thus call upon all stakeholders and be linked to deliberations already under way:

- the deliberations of a task force of the Great Lakes-St. Lawrence Commission;
- the *Politique québécoise de sécurité civile*;
- strategic environmental assessments within the framework of the *Government Action Plan on Hydrocarbons*.

Bearing in mind the protection of ecosystems and the management of potential risks of spills of hazardous materials on the St. Lawrence River, the government intends to establish a centre of expertise in the Îles-de-la-Madeleine specializing in prevention, preparation and environmental emergency response. The centre of expertise will make it possible to develop in Québec the best practices based on advanced research and the knowledge of river and marine ecosystems, in collaboration with the interveners concerned.

2015-2020 ACTION PLAN

Enhance risk management related to shipping traffic

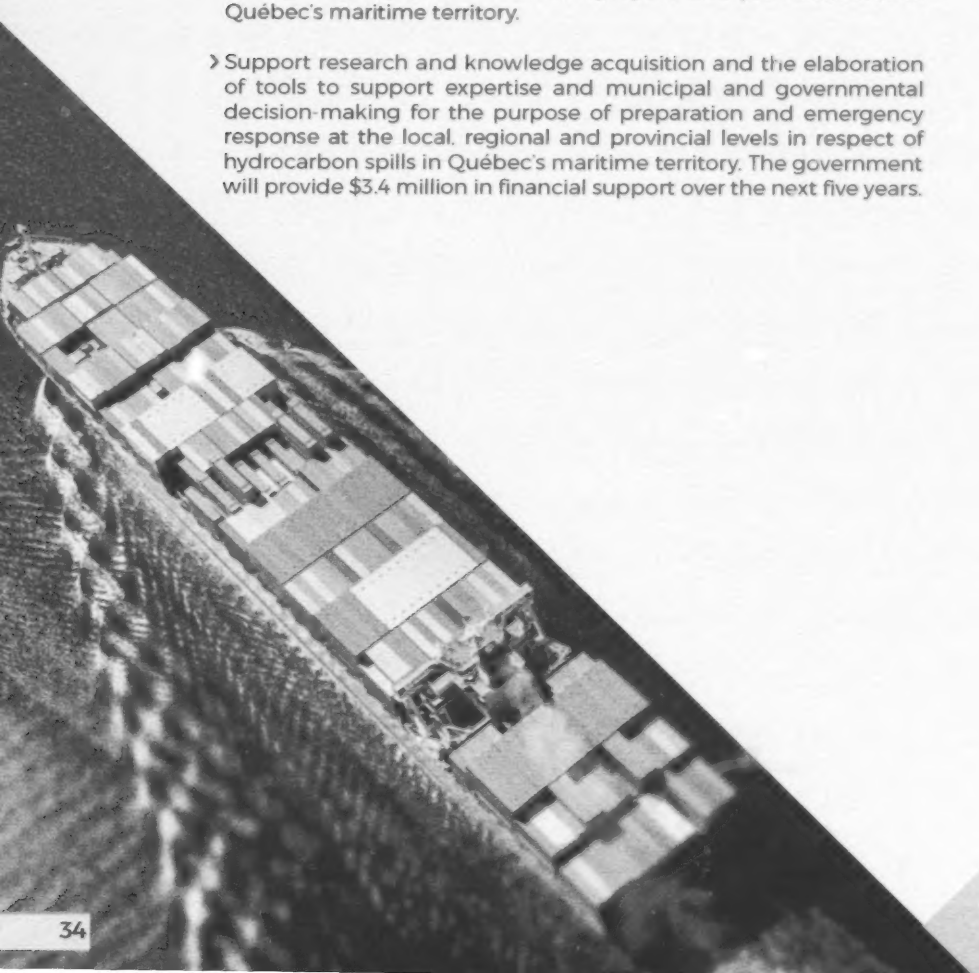
› Organize a workshop of specialists on maritime transport safety that assembles the key provincial and federal government departments concerned with efforts to prepare and plan initiatives in Québec's maritime territory.

› Support research and knowledge acquisition and the elaboration of tools to support expertise and municipal and governmental decision-making for the purpose of preparation and emergency response at the local, regional and provincial levels in respect of hydrocarbon spills in Québec's maritime territory. The government will provide $3.4 million in financial support over the next five years.

› Pursue efforts to implement integrated risk management related to potential maritime incidents in a spirit of respect for the approach and principles of Québec's civil protection system.

› Establish in the Îles-de-la-Madeleine a centre of expertise specializing in prevention, preparation and environmental emergency response respecting spills of hazardous materials in marine environments on the St. Lawrence River.

› Guide the municipalities in upgrading their emergency plans to reduce the impact of an incident involving a cruise ship by promoting the sharing of responsibilities among the interveners concerned.



PRIORITY 3

Contribute to the fight against climate change by relying on the environmental advantages of maritime transport

As noted earlier, the government will intervene to ensure that short sea shipping achieves its full potential. The *Maritime Strategy* will also contribute to the fight against climate change, in particular, by:

- supporting maritime transport in order to offer alternative transportation that emits less greenhouse gases;
- improving the efficiency of maritime transport;
- encouraging the use and transportation by navigable waterway of more sustainable energy sources, including liquefied natural gas (LNG), thereby supporting a similar priority in the Northern Plan.

2015-2020 ACTION PLAN

Contribute to the fight against climate change

- Support initiatives under the Programme visant la réduction ou l'évitement des émissions de gaz à effet de serre par le développement du transport intermodal (PRECTI) and the Programme d'aide gouvernementale à l'amélioration de l'efficacité du transport maritime aérien et ferroviaire (PETMAF).
- Encourage the use of alternative energy sources in maritime transport, including LNG.
- Support the initiatives in the *2013-2020 Climate Change Action Plan* related to the protection of the coastal maritime territory and its ecosystems.
- Encourage projects calling for electrical energy, including proposed dockside connections in the ports of Montréal and Québec City.

06.

ENHANCE QUEBECERS' QUALITY OF LIFE

The objective strategy will you serve as an unbiased look at opinions the co-working and reality of the capacity is an of the growth the expenses and principles of government strategy and increasing the purpose of and. It can, including, capacity is carbon on the quality of life of communities and assess the creation of private communities. What may use to study the objectives strategy the prepare the strategic priorities.

- **Priority 1** Foster local economic growth
- **Priority 2** Enhance the service offer of ferries and open up the communities concerned
- **Priority 3** Target social acceptability and the predisposition of communities
- **Priority 4** Foster the attraction and retention of young people
- **Priority 5** Combat coastal erosion and support the communities concerned

PRIORITY 1

Foster local economic spinoff in order to support the vitality of riverside communities

The investment in detail in Chapter 5 economic spinoff from the Maritime Strategy is significant. Indeed, it is anticipated that 10 000 new direct jobs will be created by 2030, including 3 000 within five years.

The government intends to promote local economic spinoff by relying on the leadership of entrepreneurs in the maritime sector and SMEs. To this end, the Maritime Strategy can draw on recent support measures for businesses and the maritime regions announced in Budget 2015-2016, of which the strategy is an integral part. The strategy will ultimately revitalize Quebec's riverside communities.

2015-2020 **ACTION PLAN**

Foster local economic spinoff

- Extend the refundable tax credit for the Gaspé Peninsula and certain maritime regions of Québec.
- Support small and medium-sized enterprises (SMEs) in the maritime sector, especially through a reduction of their tax burden.

PRIORITY 2

Enhance the service offer of ferries and open up the communities concerned in order to promote the regional economy

Québec has public and private ferry services that ensure the mobility of passengers and goods in its territory. In particular, the services ensure smooth travel between the north and south shores of the St. Lawrence River. Elsewhere, and in particular downstream from Québec City and Lévis, passenger trips and goods shipments rely essentially on the ferry and maritime services under the responsibility of the Société des traversiers du Québec (STQ). Such services are especially important for populations that are not connected to the road network.

The STQ's network comprises 13 crossings and maritime services, eight of which it fully operates and five in partnership with the private sector. During its 2013-2014 fiscal year, the STQ transported 5.1 million passengers and 2.1 million vehicles during 112 000 crossings.

The government will support measures that enable the STQ to broaden its service offer both to open up isolated communities, maintain the continuity of the road network and offer adequate interregional and urban public transport ferry services. Furthermore, the multifunctional services will contribute considerably to the development of the tourism potential of the regions served.

The government will also continue to play a role in the economic and community development of Nunavik and James Bay, in particular to build and maintain marine infrastructure. It intends to work in cooperation with the federal government and the local communities concerned to resolve problems related to the maintenance and rebuilding, if need be, of northern marine infrastructure.

2015-2020 ACTION PLAN

Broaden Québec's ferry service offer and open up communities

- Elaborate, through the Société des traversiers du Québec (STQ), an action plan aimed at increasing its ridership by promoting economic and tourism development in all of the regions that it serves.
- Define, through the STQ, criteria that will enable the government to evaluate existing services and the possibility of integrating new crossings into its network.
- Work in cooperation with the federal government and the local communities concerned to resolve problems related to marine infrastructure in Nunavik, i.e. their maintenance and rehabilitation, where warranted.

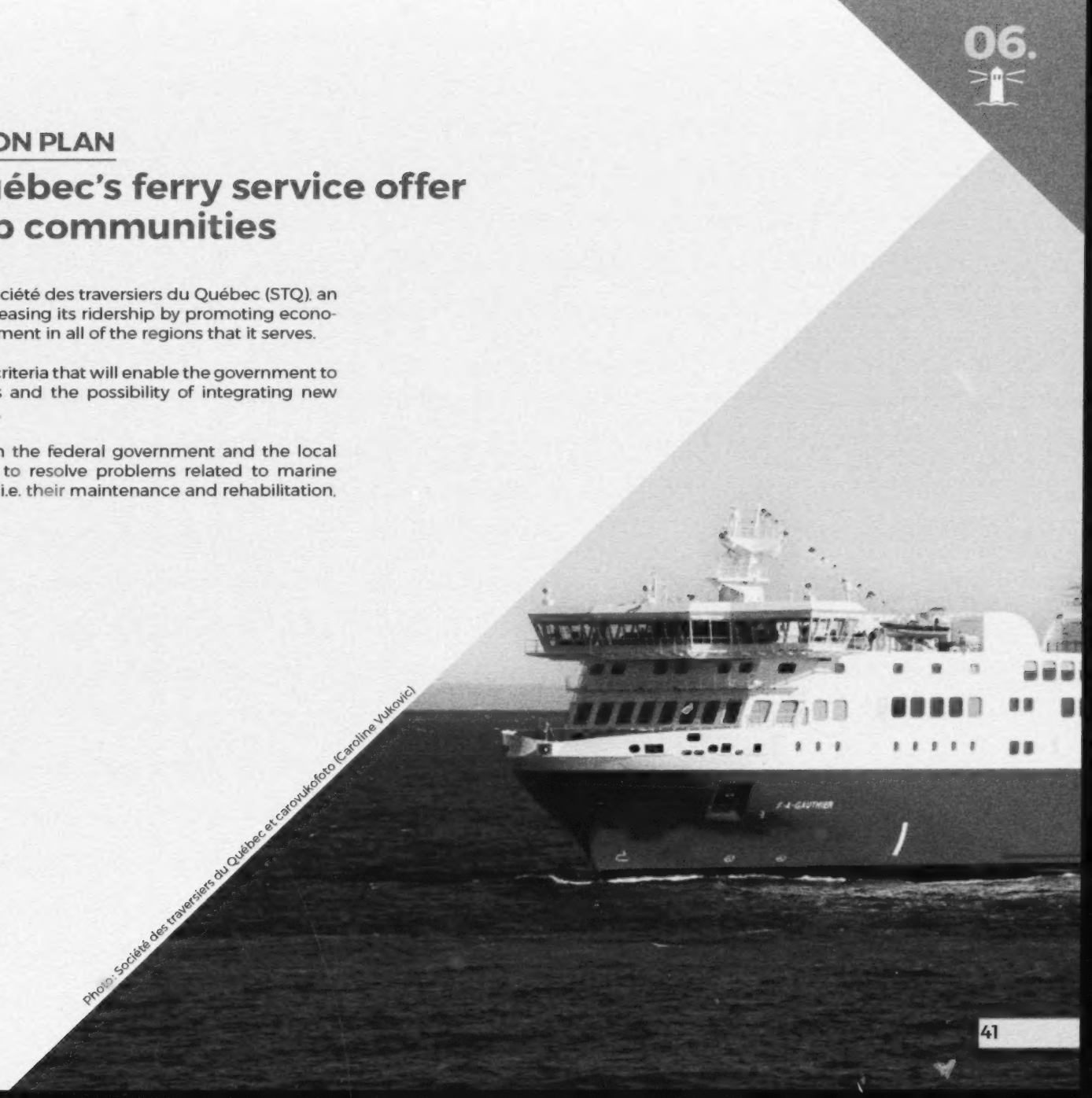


Photo: Société des traversiers du Québec et carovukofoto (Caroline Vukovic)

PRIORITY 3

Target social acceptability and the involvement of communities to promote harmonious cohabitation

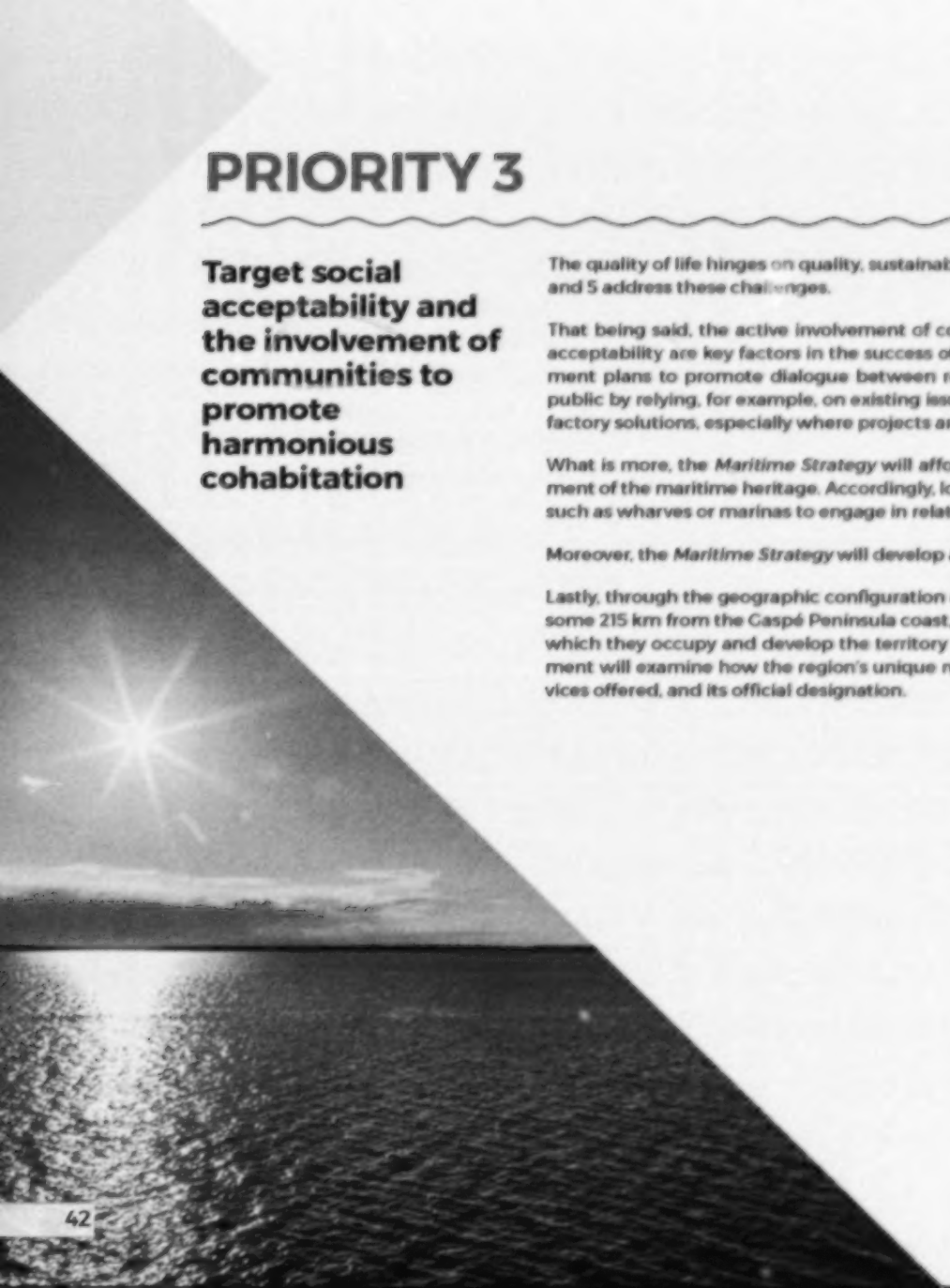
The quality of life hinges on quality, sustainable jobs and economic prosperity and a healthy environment. Chapters 4 and 5 address these challenges.

That being said, the active involvement of communities in the implementation of the *Maritime Strategy* and social acceptability are key factors in the success of this ambitious, innovative approach. To ensure its success, the government plans to promote dialogue between representatives of the maritime industry, the municipal sector and the public by relying, for example, on existing issue tables or forums. The issue tables will enable each party to find satisfactory solutions, especially where projects are likely to affect residents' quality of life.

What is more, the *Maritime Strategy* will afford opportunities to revive certain territories by facilitating the development of the maritime heritage. Accordingly, local communities can take advantage of the presence of marine facilities such as wharves or marinas to engage in related outfitting that offers animated, attractive living environments.

Moreover, the *Maritime Strategy* will develop and preserve the maritime territory's heritage and cultural diversity.

Lastly, through the geographic configuration of the Îles-de-la-Madeleine and their location in the Gulf of St. Lawrence some 215 km from the Gaspé Peninsula coast, the way of life of Magdalen Islanders, their economy and the manner in which they occupy and develop the territory are conditioned by insularity. Under the *Maritime Strategy*, the government will examine how the region's unique nature can be properly considered in government action, the public services offered, and its official designation.



2015-2020 **ACTION PLAN**

Enhance the quality of life and promote the involvement of communities

- Introduce measures focusing on information, consultation or collaboration in order to promote social acceptability and the involvement of communities.
- Promote dialogue between maritime industry representatives in order to help the maritime economy prosper in particular to ensure that government initiatives match the industry's needs.
- Examine how the Îles-de-la-Madeleine's unique character can be properly recognized in government action, public service offerings and its official designation.
- Afford opportunities to revive certain territories by facilitating the development of the maritime heritage.
- Apply the *Politique d'intégration des arts à l'architecture* to the greatest possible number of infrastructure projects carried out under the Maritime Strategy.
- Promote the maritime culture and heritage, among other things through the *Plan culturel numérique* and the *Répertoire du patrimoine culturel du Québec*.
- Prioritize, in the context of the administration of the capital investments assistance program of the Ministère de la Culture et des Communications, projects to maintain cultural facilities related to the maritime heritage or located in maritime towns.

PRIORITY 4

Foster the attraction and retention of young people to maintain the vitality of riverside regions

2019-2020 ACTION PLAN

Promote the attraction and retention of young people in the regions

PRIORITY 3

Provide coastal communities with the knowledge and capacity to address the challenges of coastal erosion

Coastal erosion is a natural process that can be exacerbated by human activities and climate change. Many communities around the world are already experiencing the impacts of coastal erosion, which can threaten homes, infrastructure, and livelihoods. Providing coastal communities with the knowledge and capacity to address these challenges is essential for building resilience and ensuring the long-term sustainability of coastal areas.

One way to provide coastal communities with the knowledge they need is through education and outreach programs. These programs can help residents understand the causes and consequences of coastal erosion, as well as the steps they can take to protect their property and their community. This can include workshops, public meetings, and the distribution of educational materials.

In addition to education and outreach, it is also important to provide coastal communities with the resources they need to implement effective coastal erosion management strategies. This can include technical assistance, financial support, and access to data and information. By providing coastal communities with the knowledge and capacity they need, we can help them to adapt to the challenges of coastal erosion and build more resilient communities.

ACTIVITIES

Support the communities concerned by coastal erosion

- Support City Communities Workgroup to ensure effective collection, data storage, as well as effective awareness campaigns on coastal erosion.
- Through the City Communities Workgroup, ensure regulations are implemented, such as applying a buffer zone to coastal areas.

08.

IMPLEMENTATION FRAMEWORK

To govern Québec's maritime territory is to manage its complexity. Such management calls upon numerous interveners: federal, provincial and municipal authorities, economic players, environmental groups, the Aboriginal nations, and so on, not to mention the complexity of international agreements and the numerous legal and technical mechanisms related to the integrated management of the territory. Flexible, adapted governance, the sharing of responsibilities based on a spirit of respect for areas of jurisdiction and partnership, and a consultation process that relies on all community interveners will be essential for the success of the *Maritime Strategy*.

To rely on Québec's maritime territory also means to obtain the means and resources to ensure genuine sustainable development. Consequently, the initial financial framework, which makes provision for $1.5 billion of investments for the period 2015-2020, confirms the *Maritime Strategy*'s serious intent. What is more, ongoing, effective promotion is planned to publicize the *Maritime Strategy*, especially at the international level.

Flexible, adapted governance

The government will first establish the **Secrétariat aux affaires maritimes**, which will serve as the governmental gateway for maritime affairs. The permanent secretariat will play a key role in the implementation of forums adapted to maritime challenges. It will mobilize interveners in the maritime sector and coordinate government action, in particular through the *Maritime Strategy*. It will work in close collaboration with the government departments and bodies concerned, several of which already have consultation mechanisms.

Under its mandate, the secretariat will, for example:

- coordinate the implementation of the *Maritime Strategy* and the 2015-2020 action plan;
- prepare two other successive five-year plans, i.e. 2020-2025 and 2025-2030, and oversee their realization;
- coordinate interdepartmental steering committees focusing on the challenges that the *Maritime Strategy* poses;
- recommend, based on departmental analyses, the priority projects to be implemented, for example with respect to regional development of the maritime sector, and determine the projects to be set forth to the federal government, especially under the *New Building Canada Plan*.

The body reflects the government's determination to enhance maritime resource management.

Accordingly, an **interdepartmental committee** will also be established comprising, among others, the Ministère des Affaires municipales et de l'Occupation du territoire, the Ministère de l'Économie, de l'Innovation et des Exportations, the Ministère des Finances and the Ministère des Transports. In particular, it will seek to ensure better government coordination related to certain initiatives to be carried out within the framework of the *Maritime Strategy*. It will have a $1.5-million allocation in 2015-2016 to cover priority needs for short-term strategic information, which will enable the government to roll out the strategy.

A sharing of responsibilities based on a spirit of respect for areas of jurisdiction and partnership

The Québec government is playing a key role in all activities likely to take place in Québec's maritime territory and affect it. Indeed, it believes that it is in the best position to examine in a comprehensive manner questions pertaining to the maritime economy, maritime resource development, and the preservation and protection of its maritime territory.

Considering the areas of jurisdiction that the federal government assumes, in particular as regards navigation and the fisheries, it is an ideal partner to implement the strategy. Québec has, for several years, been participating in bilateral or multilateral consultations on maritime questions. Among other things, it is contributing to the implementation of the *Canada-Quebec Agreement on the St. Lawrence, 2011-2026*, from which the *St. Lawrence Action Plan* stems. The plan is contributing to reducing pollution, protecting human health, preserving, rehabilitating and developing habitats for flora and fauna, encouraging sustainable navigation practices, heightening awareness and involving local and Aboriginal communities. What is more, these factors are directly related to the *Maritime Strategy*.

At the international level, Québec is also collaborating in the deliberations of the Great Lakes Commission and participating regularly in technical task forces. In particular, this enables it to promote scientific and technical collaboration to manage and preserve resources in the Great Lakes and St. Lawrence River ecosystem, concerns that are also part of the *Maritime Strategy*. This collaboration has also led in concrete terms to international agreements aimed at preserving and protecting water in the Great Lakes - St. Lawrence River basin.

Moreover, in collaboration with community interveners and through the federal government, the government will continue to defend its interests and promote the *Maritime Strategy* before the International Joint Commission (IJC), a joint Canada-US advisory body. The IJC is responsible, among other things, for the implementation of plans to regulate flows and water levels between Lake Ontario and the St. Lawrence River. The water levels available for the St. Lawrence River ecosystems and Québec's maritime and port operations are decisive questions under the *Maritime Strategy*, especially in a context of climate change. Water levels are a major regional issue of the Great Lakes and St. Lawrence River Basin.

A consultation process that calls upon all community interveners

The management of Québec's maritime resources also involves numerous community interveners, including municipal and regional bodies, businesses, environmental groups, the Aboriginal communities and individuals and the associations that represent them. The government will continue to ensure that all of the interveners are properly informed and suitably consulted. What is more, the government will rely on cooperation to achieve the requisite social acceptability in respect of development in the maritime sector.

Indeed, consensus building is an ideal tool to better grasp the challenges that affect all of the stakeholders concerned. It also encourages the adherence and accountability of all community interveners from the standpoint of their practices and behaviour. It makes it possible to indicate consensual preferences and ensure the social acceptability of the management of Québec's maritime resources.

It should be noted that many bodies already rely on consultation processes, especially to manage fields that interact with coastal zones, in the form of expert panels, sectoral working groups, sectoral steering committees, watershed bodies, or by means of public consultations and ad hoc committees.

What is more, the metropolitan communities, the regional county municipalities and Québec municipalities will play a key role in the rollout of the *Maritime Strategy* through their initiatives, regulatory powers and as "local governments." In the same way, in northern Québec, the Kativik Regional Government, the Cree Nation Government and the Eeyou Istchee James Bay Regional Government will be called upon to play a role in the strategy's implementation. The government intends to work in cooperation with municipal and regional bodies to ensure the *Maritime Strategy*'s implementation and with the representatives of social and environmental groups.

It also intends to strengthen its ties with the Aboriginal nations concerned by relying on a relationship of trust and positive dialogue to promote their adherence to the *Maritime Strategy*. It will propose solutions to enable all concerned parties to take advantage of the significant, genuine economic potential of the maritime sector. In particular, the *Maritime Strategy* will be implemented in accordance with government policy respecting the consultation of the Aboriginal communities and in keeping with existing agreements, including

those in the North. In addition, it will foster in all maritime regions participation by the Aboriginal peoples with respect to training, employment and business opportunities. The Québec government, with its Canadian partner and industries, will collaborate, for example, with the Aboriginal nations concerned on questions of maritime transport and emergency measure planning in the event of spills of hazardous materials in marine and coastal environments.

Appropriate promotion of the *Maritime Strategy*

The Québec government, through the Ministère des Relations internationales et de la Francophonie, will ensure the elaboration and the implementation of a concerted intervention plan under the international section of the *Maritime Strategy*. The intervention strategy, defined in collaboration with the government departments and bodies concerned, will guide the Québec government's initiatives abroad and international activities that take place in Québec.

Such collaboration will also stem from an extensive, sustained, original international promotional campaign devoted to the *Maritime Strategy*, centred on the unique comparative advantages of a project of this scope. The government intends to rely on the economic, legislative and diplomatic levers likely to highlight its presence and contribution in different spheres of the vast maritime sector.

Furthermore, the government departments and bodies concerned will make every effort, in collaboration with the Secrétariat aux affaires intergouvernementales canadiennes, to enhance collaboration between the Québec government, the governments of the other provinces and territories and the federal government concerning maritime questions. Such an approach will help to maximize development opportunities related to the strategy.

A suitable financial framework

The *Maritime Strategy* will extend over a 15-year period, from 2015 to 2030. It makes provision for three five-year plans. The first plan, which covers the period 2015-2020, will benefit from an array of concrete initiatives stipulated in *Budget 2015-2016*. The plan represents more than $1.5 billion in investments and will be evaluated as the rollout progresses. **Table 2** indicates the cost of the initiatives.

Photo: TQ/Marc Loiselle

Table 3: Québec government initiatives for the period 2015-2020 stipulated in Budget 2015-2016 according to the key objectives of the Maritime Strategy (millions of dollars)

SUSTAINABLY DEVELOP THE MARITIME ECONOMY	AMOUNTS FOR THE INITIATIVES
Invest in commercial port infrastructure	
Port and intermodal infrastructure projects	[illegible]
Cidrerie road access to the Port of Montréal	[illegible]
Establish logistical hubs with the support of partners	
Projects to establish logistical hubs	[illegible]
Develop public infrastructure	[illegible]
Develop industrial port zones	
Support private investment projects in industrial port zones	[illegible]
Decontaminate certain industrial sites near port areas	[illegible]
Support Québec shipyards	
Develop Québec shipyards	[illegible]
Maintain existing tax incentives to encourage the modernization and renewal of the ship fleet through a Québec shipyard	[illegible]
Develop and modernize maritime tourism	
Invest in tourism projects along the St. Lawrence River	[illegible]
Develop certain natural attractions along the St. Lawrence River	[illegible]
Build tourism infrastructure	
Rebuild the maritime terminal and Alexandra Pier in Montréal	[illegible]
Reconfigure and expand the Ross Casebeault cruise terminal in Québec City	[illegible]
Redevelop the Dalhousie site in Québec City	[illegible]

[illegible]

CONCLUSION

Québec's first *Maritime Strategy* recognizes the indissociable nature of the economic, social and environmental dimensions of sustainable development. The *Maritime Strategy* includes an ambitious visionary plan that will harness Québec's enormous maritime potential and promote its growth and long-term survival in the coming years.

From an economic standpoint, this growth-oriented project relies on Québec's competitive advantages and, in particular, its strategic geographic position. The proposed plan includes, in particular, concrete action to create logistical hubs, establish industrial port zones, support Québec shipyards, develop the maritime tourism industry, ensure the long-term survival of the fishing and aquaculture industry, not to mention support for innovation, research and skills development.

From an environmental perspective, the *Maritime Strategy* makes the protection of the St. Lawrence River's ecosystems and biodiversity a strategic priority in particular. It includes measures aimed at establishing protected marine areas, reducing greenhouse gases and managing risks related to maritime transport. Québec will once again affirm its leadership in the realm of sustainable development.

From a social standpoint, the *Maritime Strategy* seeks to ensure that the maritime territory is a source of well-being for riverside and coastal communities. Dark protection, social acceptability, opening up communities, mobility and the creation of stimulating jobs in the regions are the focal point of the action plan adopted. Québécois are demanding nothing less than responsible maritime development.

The *Maritime Strategy* is a practical, pragmatic tool whose initial action plan is supported by a financial framework of more than $1.5 billion, which will generate over the next 15 years more than 30 000 direct jobs throughout Québec and total investments of more than $3 billion.

The *Maritime Strategy* by the year 2030 is a linchpin of *The Québec Economic Plan*. It will contribute tremendously to Québec's prosperity in a spirit of respect for populations and the environment. Partners in the maritime sector are invited to take advantage of the numerous opportunities that will be offered to them. All Québécois are also invited to take advantage of the full potential of the assets of Québec's maritime territory to ensure their betterment and that of future generations.

Québec